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# RECRUITER



*The United States Army Recruiting Command*

JOURNAL - Sep 95



**Hispanic Heritage Month**



# DoD Opposes Proposed Military Retirement Changes

by MSG Stephen Barrett, American Forces Information Service

Defense officials are battling a congressional proposal that would change retirement for service members who entered service before Sept. 8, 1980.

If passed, the proposal would reduce retirement checks for nearly 335,000 active duty and 318,000 reserve service members.

The plan centers on computing retired pay. Under current guidelines, service members who entered before Sept. 8, 1980, receive retirement checks based on their final month's base pay. Officials compute retirement by multiplying the basic pay by years in service, then by 2.5 percent.

The House National Security Committee proposes changing this to a "High-1" plan, as part of the fiscal 1996 defense authorization and appropriation bills. Retirement would be computed by averaging the final 12 months' pay — the High-1 year — then multiplying by the years of service, then by 2.5 percent. A Congressional Budget Office report shows that the plan would save \$649 million over the next seven years.

An E-8 retiring at 26 years under the current system would receive \$1,914 monthly. Under the House proposal, that same service member would receive a monthly retirement check of \$1,753 — an 8.4 percent reduction, according to DoD statistics.

To senior defense officials, the proposal means Congress is changing the rules so it can cut the budget deficit. "To change the system for people who are serving strikes us as unfair, and we're opposed to it," said Deputy Defense Secretary John White. "(Defense Secretary William J. Perry) has been very clear that we shouldn't break faith with our service people."

White said DoD is willing to look at other options to cut expenses. "Reduction is important, but not at the expense of people who are serving," he said.

"The Congress is proposing to break a retirement promise made to members of the career force at the time of enlistment," Perry said in letters to the Senate and House Budget committees. "We are concerned that such action will cause any potential or current service member to doubt any promise made about long-term benefits."

Army GEN John M. Shalikashvili, chairman of the Joint Chiefs of Staff, and the other members of the joint chiefs sent a letter to the House National Security Committee Chairman Rep. Floyd D. Spence saying service members will delay retirement to recover retirement pay losses.

Shalikashvili said these extensions will hamper the military drawdown's final stages. "The services have not finished personnel

drawdowns, and absolutely do not need anything in place [that] would encourage people to delay retirement," his letter said. "Doing this requires that we increase involuntary retirements to meet strength controls. This is a prospect we find abhorrent."

The Joint Chiefs chairman also addressed the concerns of those who have already submitted retirement requests. "Almost all of the people who desire to retire in fiscal 1996 have already submitted their retirement date requests, based on the law as it exists today," he said. "To change the rules at this stage of the process is blatantly unfair and unwarranted. We cannot continue breaking faith with the men and women who are serving our country. Commitments must be kept."

White said it was too early to say when the bill, if passed, would go into effect. He emphasized DoD wants to see the bill thrown out. "We're going to work hard to educate the Congress and make them understand how serious this matter is for some 650,000 people."

In the past, Congress grandfathered changes to military retirement plans. Service members who joined after Sept. 8, 1980, and before July 31, 1986, receive a retirement based on an average of the three highest earning years. A similar plan exists for those who entered after July 1986.

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MG Kenneth W. Simpson  
Commanding General

S. Douglas Smith  
Public Affairs Officer

Kathleen Welker  
Editor

Pearl Ingram  
Assistant Editor

Emille L. Howe  
Assistant Editor

Joyce Knight  
Graphics Support

Greg Calidonna  
Fort Knox TASC Photography

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The United States Army Recruiting Command

# Recruiter Journal

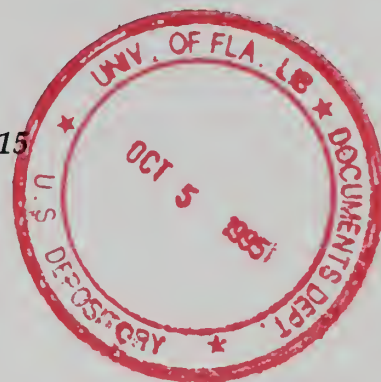
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### Tracers on IRR transfer orders

■ The USAREC Liaison Team at ARPERCEN has been flooded with tracers on orders for soldiers transferring from the IRR to a TPU. We need the support of all battalions to ensure smooth processing. In order to permit continued improvement in the level of service provided by the liaison team, the following new guidelines are effective immediately upon publication:

a. The recruiting battalions will contact their recruiting brigade first to see if an order has been published.

b. Except for a prior service soldier scheduled for training, a tracer will not be requested until 45 days has elapsed since the reservation date. (This is our greatest problem area: We are receiving tracers on actions submitted less than 24 hours previously).

c. The tracer packet must include a *legible* copy of the DA Form 4187 and a copy of the REQUEST reservation. Other documentation may be requested by the USAREC Liaison team if problems arise. Ensure the word "TRACER" is annotated on the copies (another common error). The tracer packet can be faxed to the USAREC Liaison Team.

d. Since brigades have access to personnel record information, you can do periodic checks locally to reduce the flow of paper.

Once the order is published by ARPERCEN, the Liaison Team will fax a copy of the orders to the respective battalion operations for distribution.

By following these guidelines, the battalions will make a major

contribution to the improved efficiency and service to the field by the USAREC Liaison Team at ARPERCEN. Point of contact is MSG Ashby, 1-800-223-3735, extension 6-0529 or DSN 536-0529.

### PERSCOM temporarily freezes overseas moves

■ A recent US Total Army Personnel Command message announced that soldiers on orders for September moves going to or returning from overseas assignments may not report to their new duty stations until October 9.

The permanent change of station delay affects approximately 1,400 soldiers.

"We're doing this to make ends meet," said CPT Chet Char, the PCS action officer at PERSCOM. "We are forced to make changes in the PCS program to help pay for some of our recent changes in reestablishing the force. We regret the inconvenience to soldiers and families, but using PCS monies to pay Army bills has a short term effect whereas other alternatives, such as slowing down promotions or weapons procurements, has a long-term, lasting effect on soldier morale and Army readiness."

The PCS-delay program is intended to make up \$8 million in the 1995 fiscal year PCS budget. Char said that early indications from the field show that the savings target will be met.

Department of the Army statistics show the average overseas PCS move to cost \$12,000 for officers and \$7,000 for enlisted soldiers.

Not all soldiers on orders for moves in September will have to

push back their move dates. Exceptions include:

- Assignments to and from Korea;
- Assignments to and from nominative assignments and special management commands;
- Assignments to and from drill sergeant;
- Permanent change of station schools (20 weeks or longer);
- Temporary duty schools enroute;
- Base closure and realignment, unit and inactivation moves;
- Approved compassionate reassignments;
- Assignments to and from command colonel, command lieutenant colonel and command sergeant major positions;
- Assignments for soldiers completing initial entry training;
- Soldiers moving from one overseas assignment to another;
- Officers assigned to judge advocate general and chaplain corps positions.

The PCS delay will require affected soldiers to either take a long leave enroute to their new duty station or remain at their current duty station for up to an additional 40 days more than originally scheduled.

The program does not prohibit families of affected soldiers from moving in advance of the service member. The PERSCOM message requests gaining installation commanders "to extend every possible courtesy possible to accommodate family members arriving in advance of service member."

Local military personnel offices have instructions to amend affected orders to the new October report date.

by CPT Joe Burlas, Army News Service

## New headquarters building

■ On Sep. 13, the new headquarters building will be dedicated as the "General Maxwell Thurman Center for Recruiting Excellence." Building 1307 is the Army's first state-of-the-art administrative building. It houses the headquarters for 5 recruiting brigades, 41 battalions, 213 companies, and 1308 stations.

The building was designed by URS Consultants, Columbus, Ohio. State-of-the-art (level 5) wiring ensures 100 megabytes per second capability for today's communication requirements. It provides the capability of real time communication around the world. Fiber optics was also installed to connect with metropolitan area networks and to provide for future growth. A local area network connects PCs throughout the command and provides access to modems, Email and various software.

The construction contractor, Howard W. Pence Inc. of Elizabethtown, Ky., completely renovated two buildings originally built in 1939 and joined them with new construction. The new section contains a command conference room that seats 98 people in the audience plus 15 at the horseshoe shaped conference table. The conference table will be equipped with low level reading lights, LAN connections for laptop PCs, and microphones. Audio visual equipment is being contracted by Television-Audio Support Activity, Sacramento, CA.

The building was designed to be energy efficient. The heating, ventilation, and air conditioning system is monitored and controlled by computer. Although it's a closed system with nonoperable windows, air circulation is supplemented with 20 percent fresh air. The windows are glazed to reduce heat from summer sun and to retain heat in winter. Lights are also programmed to shut off automatically at the end of the work day.

More than 650 civilian and military personnel will occupy the building's 217,000 square feet. Project cost was \$21 million.

## 1st Brigade Conference hosts SMA

■ 1st Recruiting Brigade sergeants major and first sergeants received a boost at their annual MSG/SGM Conference when Sergeant Major of the Army Gene McKinney addressed the soldiers on Aug. 3.

McKinney, who recently assumed responsibilities as the SMA, told recruiters that three out of four of his major visits in his new job have been to recruiting organizations, including an orientation at USAREC headquarters.

"You're important to me," he said. "When you're out on the streets of America, you're providing a great service to the Army. From civilian to boots is not an easy task. I know it takes you more than 100 contacts to get an enlistment and that's not easy. It takes special people to be a recruiter."

McKinney emphasized the important role recruiters play and the impact they have on America's youth. Unlike any other active duty Army organization, recruiters, he said, are the ones who have the most contact with the public.

"You are ambassadors of the United States Army," he stressed. "You have to set the example. You have to show the public what *right* looks like!"

Paul Stone, 1st Bde A&PA



Sergeant Major of the Army Gene McKinney (center) enjoys a light moment with members of the USAREC enlisted leadership team. From left to right are: CSM Ernest Hickie, SGM Brenda Hoster, SGM (Retired) Frank Shaffery, and 1st Bde CSM Minerva Ramos. (Photo by Paul Stone)

## Story ideas?

If you want to see a story in the *RJ*, call (502) 626-0167.



# Success 2000 can work for you

*by MSG Clyde P. Alexander  
HQ USAREC Training and Plans*

**W**hy are some organizations within USAREC still reluctant to incorporate the elements and principles of Success 2000? Adapting to change has always been one of the toughest challenges for leaders in any type of business organization. Giving up "old," time-proven business practices for "new," yet-to-be-proven ways of doing business causes stress and anxiety for leaders and managers, regardless of what business they are in.

It is no different for us in USAREC. We, the officers and non-commissioned officers within USAREC, must be the driving force in mobilizing our forces to affect this dynamic change known as Success 2000.

Many battalions and their respective companies have already integrated the theory and principles of Success 2000 into their organizations. They have fully empowered the station commanders and recruiters to allow them to do their jobs with as few distractions as possible. In fact, they have made such a smooth transition to Success 2000 and with such unparalleled success that we wanted to see exactly what they are doing. The Training and Plans Directorate recently completed a series of visits to several successful companies to determine if these units shared common characteristics. What we found was that there are five common characteristics shared by these Success 2000 companies: effective leadership, communications, teamwork, work ethic, and training.

## **Effective leadership**

Station commanders are empowered and fully responsible to lead their own stations to success. They are held accountable to establish and enforce standards within their respective stations. The BLTs and CLTs stated that Success 2000 now allowed them to focus their atten-

tion on the station commanders instead of concentrating on individual recruiters.

An example of this idea is when a first sergeant no longer tries to manage the work ethic of individual recruiters, but now focuses on the station teams' combined work ethic. This also benefits the first sergeant -- he or she now can provide more quality time to the station commanders for leadership and management training.

Another example of how the CLTs empower their station commanders is through their "low-producer" training. Most of you remember some type of special training planned and conducted at either the company or battalion for low producers. Well, these companies we visited did not have a "zero-roller" program of any type; they fully empowered their station commanders to manage the low producers within their stations.

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## **We found five common characteristics shared by successful companies.**

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Another aspect of successful leadership within these companies is that all have established clear and concise standards which are rigorously enforced. An example of a standard being enforced is weekly work ethic requirements; the actual amount of prospecting done and results accomplished by the team and as individuals.

## **Clear communication**

All the companies visited agreed that open and effective communication is vital under Success 2000. It was found that the recruiters and station commanders are constantly talking to each other daily. They offer assistance and advice when needed and also feed the fire that sparks and lights the competitive spirit so necessary for long term success.

Honesty and integrity is beyond reproach within these companies. If, for example, the first sergeant asks a station commander for projections, that station commander provides complete and accurate information. There are no doubts or questions left unanswered in the communication channel between the soldiers and

and leadership of these organizations.

### Teamwork

Personal observations while visiting these companies showed that recruiting stations and recruiters work together as teams. This was not just evident by observing the physical attributes of recruiters working together as teams but by their mindset. The recruiters of these companies truly believe that no single individual can be successful unless the entire team succeeds.

Many of the stations stated that when they achieve their mission box, they redirect their resources (station commander/recruiters) to other stations to assist them with also accomplishing their mission. They actually spend a couple of days in sister stations helping with prospecting and selling tasks.

### Solid work ethic

All the companies visited agreed they have identified certain standards necessary which are vital for their success. As mentioned earlier, these companies have all established clear and concise standards which are understood and accepted by the station commanders and recruiters alike. Success 2000 empowers recruiters, just like it does station commanders, to be responsible to do what is right and expected of them.

Under Success 2000, recruiters are treated with maturity and the respect they deserve as non-commissioned officers. Recruiters don't need a station commander to micro-manage their daily activities — they clearly know the standard and constantly strive to achieve that standard.

Recruiters within these companies have the winning attitude of taking the initiative to do their jobs with intensity. I believe this same attitude exists in all of USAREC; the flood gates just need to be opened in some of our companies with the acceptance of Success 2000.

### Quality training

Training is taken very seriously in all of the successful companies we visited. Not only was training a constant within these companies, but they also have fun while training. Everybody is involved in the training process, from the recruiters preparing lesson plans and presenting training, to the first sergeant providing

leadership and management training to the station commanders.

Although each company differed somewhat in exactly how they conducted operations, they all had fully incorporated the principles of Success 2000. The above five traits and characteristics were evident in all the companies visited.

Where Success 2000 is understood and implemented it enjoys excellent support. Recruiters like the freedom and respect given to allow them to do their jobs. Station commanders enjoy the enhanced ability to direct the employment of their personnel while CLTs and BLTs like the reduced span of control. It appears not all field units have adopted Success 2000 practices.

The results of our visits lead us to conclude that Success 2000 may not be the only way to produce successful units and recruiters. However, companies that understand and effectively implement it have a high probability of success.

Comments or suggestions for future articles?  
Contact MSG Green at 1-800-223-3735, ext. 6-0125.

### *Winners think in terms like*

**I AM**

**WE ARE**

**THEY DID**

*instead of*

**I'M GONNA**

**I'M WAITING**

**I TOLD 'EM**



# Se Todo Lo

\*Be All You Can Be





# Que Puedas

by Dorothy A. Silva,  
Miami Battalion, A&PA

# Ser\*

**Hispanic** Heritage Month is the perfect time for us to reflect on the many cultural and professional contributions made by Hispanic Americans across the country. Southern Florida's bright sunshine, tropical breezes, aqua water, lush foliage, colorful street vendors and hot salsa beat are an everyday reflection of its proud Hispanic heritage.

The Miami Battalion's catchment area extends from Vero Beach south to Key West and includes Puerto Rico and the Virgin Islands. Dade County, the greater Miami area, boasts a population that is 51 percent Hispanic. Miami Battalion lives and recruits in what is fondly called the "gateway to Central and South America." These strong cultural linkages are largely responsible for US Southern Command's decision to relocate in Miami in 1997.

"Recruiting principles are the same all over the country," said SGM George Cruz, who was born in Bayamon, Puerto Rico. "But understanding the cultural nuances of Hispanics is an important factor in successful recruiting here at the Miami Battalion."

For the most part, Cruz's extensive recruiting experience was gained right within the battalion boundaries. He was assigned to Carolina Recruiting Station, Puerto Rico, upon graduation from recruiter school in 1981.



SFC Ivan Santana, photo by Miami Bn A&PA

"Transition Training and Evaluation (TTE) was only nine months in those days," Cruz explains. "In four months I was a station commander and ran a multi-man station within a year and a half. I served as a station commander a total of six years, and my station was recognized as Puerto Rico's best for five of those years."

Cruz has some strong views about success in recruiting and leadership. "It is up to us as leaders to keep the recruiters on track. An unsuccessful recruiter is a failure of leadership . . . it is a reflection on command."

SFC Ivan Santana, one of those recruits Cruz enlisted

in 1981, is presently serving as station commander of Bayamon Recruiting Station.

"I began recruiting in Ohio seven years ago," Santana said, "and it very different from recruiting here on this island. In Ohio there were more industrial jobs available. We had three major automotive plants and steel mills within 50 miles of the station, and they were a big draw for high school graduates. Here in Puerto Rico education is readily available, although [English] language skills are often a problem. In this market, joining the Army means leaving a very close extended family for a totally different and distant culture."



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***"Hispanic families are extremely influential in the decisions made by their children."***

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In a battalion composed of 49 percent bilingual recruiters, SFC Fernando Lebron, station commander of Plantation Recruiting Station, explains the hesitancy of Hispanic families to send sons and daughters off to the Army.

"First of all, Hispanic parents are extremely influential in the decisions made by their children. Basically, all decisions are made as a family. Many parents know nothing of Army life or have a totally different concept of military service. Many parents speak little or no English. In this battalion, it is imperative that the recruiter speak Spanish to explain Army benefits and gain the confidence of the parents," said Lebron.

SFC Paul Rodriguez, born in Cuba, is presently the Army Reserve recruiter at Kendall Recruiting Station. Rodriguez joined the Army because he wanted to go to Vietnam, a duty he never received due to his "refugee status." He recognizes some major challenges in the

Miami market.

"When I joined the Army I took the test in Spanish. At that time there was a special program for Cubans at Fort Jackson. Becoming proficient in English was tough, but today recruits must have the language skills necessary to do well on the test and become part of the mainstream of the Army right away," said Rodriguez.

SSG Jose Marerro, born in Cayey, Puerto Rico, finds his Spanish helpful even in the battalion's most northern recruiting station, Fort Pierce.

"I do help out whenever a recruiter is working with a Hispanic applicant. It is almost impossible to recruit a Hispanic without in-depth counseling with the family," said Marerro.

A successful recruiter himself, the battalion's top senior recruiter last year, Marrero emphasizes the need for strong family support to the field force. "Recruiters must stay focused on mission," he explains. "The more the company and battalion can help in the family support area, the less distracted the recruiter is with day-to-day family concerns."

The need for strong family support is widely recognized throughout the Army and especially in recruiting.

"I spend a lot of time in helping families find needed resources in the community," says Susan Spencer, the battalion's family services coordinator. "Many family services are automatically available on an Army post, and it is a big transition to recruiting duty. The sense of family is very strong among the Hispanic families here. As a matter of fact, three out of four of our family services representatives are Hispanic."

Cruz sums up his view of recruiting in a few simple words, "We are not just soldiers, or civilians or families here — we are one large family: the Miami Recruiting Battalion." 🌐



(page 6 and above) SSG Jose Rodriguez, Alta Mesa Recruiting Station, Dallas Battalion, with Hispanic Folklorico dancers at La Raza Convention, Dallas Convention Center. (Photos by Helga Siterlet, Dallas Bn, A&PA)



# A MOUNTAIN TO CLIMB

*Story and photos by Pearl Ingram,  
RJ Assistant Editor*

**COL Clyde Tull**, Personnel Director at Headquarters, USAREC, relates resolving family issues to climbing a mountain. "You have to like to climb," he said.

Tull had traveled to Dallas, Texas, for the July 25-28 annual USAREC Family Symposium. Nearly 100 family service coordinators and family support group volunteers had arrived to study quality of life issues, listen to subject matter experts, and make recommendations for the upcoming Army Family Action Planning Conference.

## ***Army Family Action Planning Conference***

"We have the annual Army Family Action Planning Conference every October in Washington, D.C.," said COL John Radke, who had arrived from the Pentagon. "That is really a very large congregation of people that love families, love soldiers, love retirees, love civilians. A tremendous effort is made to make sure that we've got the Army leadership. The Chief of Staff is invited; we always invite the Secretary of the Army; lots of experts come over; lots of three and four star generals come from the Pentagon over to address, to talk, to be a part of that week-long conference."



**LTC Mike Hughes, West Point, talks about recruiting awards and Success 2000 at the station level.**

Radke explained the changing philosophy of the Army from World War II, "The Army takes care of its own," into today's "The Army takes care of its own by teaching its own to take care of themselves."

As in all journeys, USAREC began its family support program one step at a time. "We started with about four people in Marty Skulas' branch, (Soldier and Family Assistance) in 1990 and '91," said USAREC Chief of Staff, COL Stewart McGregor. "In '92 we began to put the family services coordinators on board, and in '93 we were fully staffed." Today, one family service coor-

dinator is authorized at each of USAREC's 41 battalions.

McGregor went on to say, "We then brought the brigade chaplains on board. In '95, we increased with the brigade family services coordinators. In '96, we are going to ask the Department of Army to provide us, at brigade, family advocacy program managers," said McGregor. The foothills of the mountain had been reached with McGregor guiding every step.

### Family advocacy

Now it was time to move on to the next challenge — family advocacy. Subject matter expert Detective Lieutenant Bill Walsh, Dallas Police Department, explained child maltreatment. He said, "This occurs when children's caretakers don't live up to their responsibility. It can be physical, sexual, emotional, or neglect."

Detective Walsh completed his presentation by playing a taped telephone conversation between a runaway teen and her father that resulted in the arrest of the father. He told the audience, "Some-



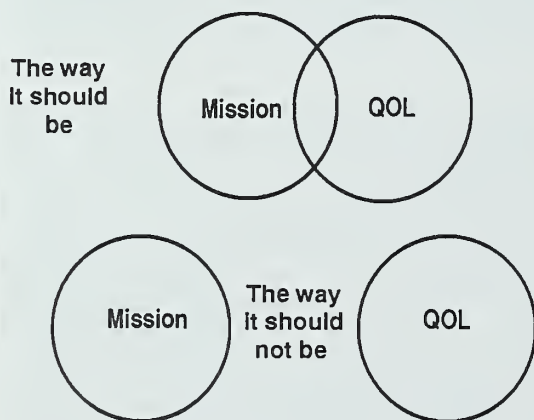
6th Brigade Family Services Coordinator Judi Canady registers 6th Brigade personnel for the symposium.

where right now, I can guarantee you that some child is being abused."

By Tuesday evening the tone of the family symposium shifted to a much happier event. With USAREC's former chaplain Dwayne Ferguson officiating and Santa Ana family coordinator Robert Hall as best man, a wedding took place on the second floor of the Parkway Hilton Hotel. Seattle Battalion family coordinator Meaghan Vogel and SFC Scott Vogel, recruiter, Takwila Station, Takwila, Wash., were married. "We had been thinking about it," said Meaghan. "The time was right," added Scott, "and it seemed to fit in. We were ready so we decided to go ahead and do it."

Early Wednesday morning, the climb became easier for the 44 family service coordinators. Dwayne Ferguson, now the Family Advocacy Program Manager at Headquarters, USAREC,

### Quality of Life



presented a training session on spouse abuse. "We have the cases," Ferguson told the group. "We want them reported." He explained, "Because a couple gets a divorce, the problem is not solved. We still have the perpetrator."

At the end of his training session Ferguson added, "It is the commander's responsibility to report spouse abuse."

### Quality of life

After Ferguson's session was completed, LTC Mike Hughes, West Point professor, talked about quality of life in the work environment. He explained to the symposium attendees that he was working on a recruiting quality of life survey to be presented at Department of Army level. He talked about some of his findings. "The culture is if you make mission, you have a quality of life." After traveling to recruiting stations, he said, "I've found recruiters who spend their advance pay to buy fax machines or beepers."





Family member Rhonda Lim, brlefer for Medical Group I, goes over last-minute details.

He found recruiters in the fourth and fifth week of recruiting school who had not received their duty assignment. "I am going to go to PERSCOM and I am going to sit at the desk of the person who makes the assignments and see where it is in the system that we can do better," said Hughes. "I will visit the recruiting school. Battalion commanders are telling me they do a good job teaching the technical part."

Later in the morning Chaplain Tim Skramstad, 5th Brigade, made a presentation on marriage and the family. He said to the group of family members and coordinators, "You don't stay married because you are in love. You stay married because you are committed." He encouraged family members to participate in marriage encounter weekends and to take time out to go on dates together.

### ***Quality of Life subgroup***

The afternoon began with LTC Mike Garrett, chief of Human Resources at USAREC headquarters, talking about participating in the Quality of Life subgroup of the Joint Recruiting Service Support Group. He talked about thinking out of the box and carried that philosophy to the meeting. Health care was the number one issue at the Joint Recruiting Service conference, with Special Duty Assignment Pay as number two. The pay issue has been resolved, and Special Duty Assignment Pay will increase by \$100. Many other issues were discussed such as out-of-pocket expenses, leased family housing, and a 1-800-FAMILY-1 telephone number for families to call the family service coordinator without toll charges.

As the training portion of the conference came to an end, the search for ways to solve problems began. For Medical Group I, the problems assigned dealt with mail order pharmacy; direct care's being subject to the CHAMPUS maximum allowable charge; medical care for soldiers in remote locations; and direct care checks being held 21 days after claims processing. One family

coordinator commented, "98 percent of our job deals with direct care."

### ***Public law protection***

Quickly, it was determined that public law protects active duty military from liability for the difference between the CHAMPUS reimbursement rate and billed charges. However, many family members said this does not solve the problem since doctors refuse to accept the CHAMPUS rate and refuse to see direct care patients. As Ruth See, Kansas City Battalion family coordinator, said, "Doctors operate individually. They can charge as much as they like, and you don't have to partake of their services."

Des Moines Battalion family coordinator, Dick Okland, suggested asking the Medical Treatment Facility to negotiate the rates with the provider. "This works for me at Fort Leavenworth," he said.

On medical care at remote stations, SFC James Enghusen, Sacramento Battalion recruiter, suggested, "Authorize a battalion credit card. The provider can call and get the card number." This idea was scratched immediately due to the mechanics of getting money from the battalion to the Medical Treatment Facility.

For the issue of holding payment for 21 days after certification of medical claims, a suggestion was made to enforce the Prompt Payment Act. Research was done and it was determined that this applied to contracts only. Another suggestion from a family service coordinator, "The Medical Treatment Facility should educate providers on how payment is made."

### ***Final issue presented***

At last the final issue was presented to Medical Group I. The suggestion was that mail order pharmacy be sent



Georgene Shane, (left) wife of BG James E. Shane Jr., Deputy Commanding General - East, talks with family members after completion of the issues briefing in Medical Group I.

back to brigade until the completion of the test on mail order pharmacy. However, some members of Group I were not satisfied with that solution and an alternative solution was suggested — rewrite the issue to read, lack of access to affordable prescription drugs and related supplies.

With the help of recorder, Brenda Bixler, Minneapolis Battalion family coordinator, and medical subject matter expert, Patricia Buzonas, Medical Group I had resolved their issues. Briefing slides were typed and on Friday morning the issues were presented to MG Kenneth W. Simpson.

### ***MG Simpson listens***

Along with Medical Group I's issues, MG Simpson listened to the briefers from four other groups. Afterwards he told the audience of family members and family services coordinators, "We've come a long way in family support. We are getting better at this business. We know better how to identify the issues and present those issues for resolution into the various action agencies."

He shared with the audience his philosophy of a professional quality of life. He said, "When I talk to a new commander, I say here's what I am charging you to do. You're going to get the job done because the Army depends on us to do that." He added, "But I don't let them forget that we do have to deal with that other side, the troops and their families. In other words, the quality of life side of things. We're talking things that are important to a soldier's personal life, but we also have a professional side of this thing."

### ***Command climate and work environment***

MG Simpson said, "All the health care and child care, housing, and everything else would not have much effect if the command climate and work environment that your spouses deal with in the workplace was not also a positive one." He said, "So, we'll work on your issues, but I'm also going to work on the other side of things and that is what I call the professional quality of life."

In closing MG Simpson concluded, "You'll see some results from this. The things that we can do, that are policy that are under my purview for decision making, I will do it. If it requires resourcing and we have the means to do that within USAREC, we'll do it. If it requires outside help, we know the channels to work."

The team of USAREC family members, family services coordinators, subject matter experts, and leaders, had reached a plateau in their climb. However, the peak of the mountain had not been reached during this symposium. Others who like to climb will continue the team effort to the Army Family Action Planning Conference in October. ⑤

## **Issues**

### **■ Entitlement Group**

Uniform Allowance  
SDA Uniform Allowance  
Weight Allowances for PCS  
VHA Rates  
Unavailable Adequate Housing  
Inadequate VHA  
Subsidized Child Care

### **■ Medical Group I**

Direct Care Not Subject to CHAMPUS  
Maximum Allowable Charge  
Mail Order Pharmacy  
Medical Care at Remote Stations  
Prompt Payment of Active Duty Medical Bills

### **■ Medical Group II**

Orthodontic Coverage  
High Cost of Medical Care at Remote Locations  
Insufficient Family Dental Plan  
Reserve Component Physicians  
DDP Cover General Anesthesia

### **■ Leadership Group**

Workspace for Family Service Coordinators  
1-800 Number  
Upgrade Equipment  
Refresher Training  
VA Home Loan Inspection

### **■ Force Support Group**

Dual Military  
EFMP Assignments  
Pinpoint Assignments  
Quality of Uniforms  
Insurance Coverage for Applicant



# Making life better for USAREC families

by LTC Thomas Garrett, USAREC Personnel

**To** paraphrase the character Forrest Gump: "Quality of life is like a box of chocolates — you never know what you're gonna get...."

This is the first of a series of articles devoted to quality of life in USAREC. We hope to provide you with information on our efforts to improve the quality of life of our soldiers and families through a variety of initiatives and active programs.

The recently completed 1995 USAREC Family Symposium presented quality of life issues with recommended solutions to the USAREC commanding general (*see related story on page 9*). More than 85 soldiers, family members, and family service coordinators attended the week-long symposium in Dallas, Texas. Those issues that cannot be solved at the command level will be submitted to the Department of the Army for inclusion in the Army Family Action Plan Planning Conference, to be held in Washington in late October.

This process can work: An FY 94 USAREC issue requesting an increase in the battalion commander's approval authority for soldier's direct medical care was adopted. The result: authority was increased to \$500 from \$250 — a small but important step.

USAREC has also participated in the Quality of Life Subgroup of the Joint Recruiting Service Study Group. This subgroup, consisting of representatives from the Air Force, Navy, Marine Corps, and Military Entrance and Processing Command (MEPCOM) developed recommendations for quality of life issues facing soldiers and families from all the recruiting services. In June, these recommendations were briefed to Dr. Sellman, director of Accessions Policy, Office of the Assistant Secretary of Defense.

Among the recommendations were:

- Increase Special Duty Assignment Pay (SDAP) from \$275 to \$375 per month.
- Waive CHAMPUS deductible and copayments for families who do not have access to military treatment facilities.
- DoD to sponsor and fund a Health Management Program for those assigned outside the TRICARE coverage area.
- DoD to review slow payment difficulties by CHAMPUS to providers.
- Eliminate excessive paperwork requirements for out-of-pocket expenses.
- Upgrade DoD priority for recruiters (and support personnel) at installations with family housing.
- DoD provide funding for leased family housing.
- Amend the Military Child Care Act of 1989 to subsidize the amount of child care costs in excess of the amount charged at military installations.
- Expand use of government-owned vehicles to allow equal access to base facilities in conjunction with official military duties or personal readiness (e.g., official photo, promotion board records review).
- DoD to develop a better model for variable housing allowance (VHA) and CONUS cost of living allowance (COLA).

We will keep you posted on the status of the issues in future articles.

Another small but important step in improving quality of life was the inclusion in both the House and Senate appropriations bill for an increase in SDAP from \$275 to \$375 per month. We were able to provide the Military Personnel Subcommittee of the House National Security Committee with information that led to the approval of that increase. (*Note: The implementation date is still to be determined.*)

We hope to take advantage of these windows of opportunity in the future to address such issues as medical care and housing costs.

Quality of life means many things to many people — work hours, a good recruiting market, decent and affordable housing, quality accessible medical care. We are trying to address *your* issues by "thinking out of the box," by changing regulations, rules, and laws, by never saying "it's too hard to do." With your help, we will improve our quality of life.

**As the wise man said, "We can't always control the things that happen to us, but we can always control how we respond to them."**

# Which list is the right list?



by CPT David Schmidt, USMC  
Joint Recruiting Advertising Program

*Editor's note: We recently received the following from Marine Captain David Schmidt, who serves as the program manager for the Joint Recruiting Advertising Program. In his letter, Schmidt stated: "During the last several months, I have heard stories about recruiters purchasing lists of high school student names. This is an unfortunate and expensive activity since recruiters already receive a very good list of students. With your help, I would like to get the word out to recruiters not to buy any more lists from vendors."*

**Have** you ever had one of those months? It began well. You had four individuals seriously contemplating enlisting. By the 7th of the month, one committed. Three weeks to go and you only have two more to enlist. Unfortunately, as the month draws to a close, the prospective recruits receive acceptance letters from college or take a local job. Now you have only a week left to enlist two individuals.

The phone rings. Part of you hopes the caller is an interested student, another part fears the caller is your boss! You answer the phone and discover the caller is neither. On the other end is a list salesperson. Knowing that recruiting is one of the toughest jobs in the military, he promises you great results. All you have to do is purchase his list and you will receive thousands of names of students. Don't do it!

The salesperson will tell you that interest in the military is declining while the number of applicants required remains the same — which is true. He may add the fact that the pool of appropriate-aged individuals is shrinking, creating greater competition between higher education, public sector employment, and you. This is also accurate. However, when he says you need this list to succeed, you can tell him you already receive it.

How do I know this? As a project officer at the Joint Recruiting Advertising Program (JRAP), I oversee the largest possible list of age-qualified students available and send the list to each service, which, in turn, provides it to you. For the Class of 1995, this list contains over three

million names! Its purpose is to free you from searching for names so you can focus on making calls to individuals. And it saves money for each branch of the Armed Forces. In other words, JRAP has removed the task of obtaining names so that you can concentrate on your difficult task of enlisting individuals.

Who is on our list? The basis of the list is individuals who have recently taken the ASVAB test. JRAP obtains this list from MEPCOM. MEPCOM's ASVAB list is merged with several Department of Motor Vehicle [DMV] lists that JRAP obtains. Currently, JRAP directly receives DMV lists from Alabama, Arizona, Connecticut, Georgia, Massachusetts, North Carolina, New York, Pennsylvania, Vermont, and Wyoming. In addition, we purchase a list from the only commercial vendor who deals with high school names. Coupling his list of 14 DMVs with the 10 JRAP obtains brings a total 24 DMVs in the "master file." To further save you time as well as headaches, we remove names of prisoners and names of those individuals who make it known by writing to their congressperson that they are not interested in the military or are physically disabled.

By deleting undesirable names from the master file, JRAP provides as accurate and useful a list as possible. The list the salesperson is selling could be full of these unqualified individuals. Five times a year JRAP mails the "master list" or an update to each service. Most services, as part of their national direct mail plan, send a brochure to all or a portion of the list. The services also mail the list to subordinate commands. Soon thereafter, you should receive a list of names whose addresses are in your recruiting area. If you don't see it, call your senior unit.

By no means does the JRAP list free you from obtaining lists from local high schools. However, by combining the JRAP list with your own obtained names, you're on your way. JRAP's list saves you time and money as well as makes your job a little easier. So, the next time a salesperson calls, kindly inform him that you already receive a list. Then return to enjoying your cup of coffee. ☺



All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

## A recruiter writes:

Sir, I have a question that I feel I should already know the answer to, but I don't. This question pertains to the transfer of an Individual Ready Reserve (IRR) soldier to a Troop Program Unit (TPU).

Since being assigned to the Army Recruiting Command as an Army Reserve recruiter several years ago, I have asked this question of numerous recruiters, station commanders, company 1SGs, operation NCOs, and guidance counselors. Almost every soldier had a different answer. The question sounds like a very simple one: How does a recruiter determine if an IRR soldier is morally qualified to transfer to a TPU?

The answers I have received have ranged from, "read your regulation" to "well, we just don't know." I took the former advice, and read every regulation, message, and operations flash. Still, I can find no rules to use in making this decision.

USAREC Regulation 140-3 does not address the question of moral qualifications. It states in Chapter 5 (Prequalification), paragraph 1, that "Applicant transfer processing is determined by the soldier's IRR status." It goes further to say in Chapter 6 (Qualification), paragraph 1, "USAR recruiting battalion operations will verify that the applicant is qualified for transfer in accordance with AR 140-10, paragraph 4-28, Table 4-1 and Table 4-2, and against current Consolidated Leads List (CLL)." Neither of these statements seem to apply to moral qualifications. When researching AR 140-10, it gives some information in Table 4-2, rule 8. But according to USAREC Regulation 140-3, the USAR recruiting battalion operations is to verify that the applicant is qualified to transfer under this table. Table 4-2, rule 8, states, "has been convicted by a civil court (AR 135-178, paragraph 1-21 and Chapter 7, section I) — reassignment prohibited." This is all the information that AR 140-10 gives in question of moral qualifications.

So now we flip to AR 135-178, paragraph 1-21. This chapter only addresses soldiers who have authorized absences, or soldiers already assigned to the Army National Guard United States (ARNGUS) or USAR units who are sentenced to confinement in a federal or state penitentiary. So

on to Chapter 7, section I. This section only gives the authority for discharge for those soldiers convicted by civil authorities.

I would greatly appreciate it, sir, if you could find out what the bottom line is when it comes to the moral qualifications of Individual Ready Reserve soldiers to troop program unit soldiers.

Thank you for the opportunity to use The Way I See It.

## Chief of Staff responds:

This is in reply to your question, how does a recruiter determine if an IRR soldier is morally qualified to transfer to a TPU. As you noted in your well-researched inquiry, pertinent regulations do not readily address all aspects of your question.

In part, the reason you have been unable to obtain a satisfactory answer is due to differences in moral screening and eligibility requirements for transferees as opposed to enlistees. In USAREC, we consider a transfer from the IRR to a TPU as a prior service gain. Because of the way we mission and award mission credit, it makes sense to think of a transfer action this way. However, the Department of the Army considers it a personnel action, a reassignment. Thus, some items that are disqualifying for an enlistee are not disqualifying for a transferee. Eligibility for reassignment is an item we confirm with every IRR to TPU transfer action.

The USAREC Regulation 350-6, Recruiter Production Management System, requires you to obtain information on law violations from applicants, *including transferees*. According to AR 140-10, a soldier with a civil court conviction is ineligible for assignment to a TPU. Any pending civil court action, if known to proper military authority, would result in a suspension of personnel action. It would also create doubt as to the required reasonable assurance the soldier will attend drills regularly. Thus, a soldier pending civil action is also not eligible for transfer.

The Army Reserve Personnel Center (ARPERCEN) maintains the records of IRR soldiers and determines transfer eligibility. When you request an IRR status check through your battalion, you are confirming eligibility (to include moral criteria). Lead lists generated by automated systems, such as the Vacancy Potential Transscript, have already confirmed eligibility for you.

If a soldier incurred a moral disqualification while on active duty or in a TPU, the soldier would normally be discharged, not transferred to the IRR. Any subsequent enlistment action would be subject to full processing including any waiver requirement or limitation. Otherwise, soldiers are retained in the Army Reserve and potentially eligible for transfer. Suspensions of favorable action (flags) or bars to reenlistment that preclude reassignment are also identified by status checks. Eligibility and processing requirements for these cases are addressed in tables 4-1 and 4-2, AR 140-10 and USAREC Regulation 140-3, as you noted.

The IRR Screening Program (AR 140-4) provides notification for incidents including imprisonment. However, the list is not complete in the areas you highlighted, and it does not specifically address information discovered during transfer processing.

You raise a valid issue: There is presently no procedure established for formally identifying new moral disqualifications or for sending information gained during recruiting processing activities to ARPERCEN, confirming a self-admitted moral disqualification, and updating a soldier's record. As a result of your inquiry, we are initiating action to coordinate with ARPERCEN for a practicable solution that can be applied throughout the command.

Thank you for sharing your concerns on this issue. You have brought to our attention an area that we will address to ensure the best interests of the Army are protected. The persistence you demonstrated in your research and follow-up reflects well on your professionalism. If you have further questions in this matter, contact Mr. Mike Kuzma, Reserve Affairs, DSN 536-0439 or toll free 1-800-223-3735, extension 6-0439.

## A recruiter writes:

I have been in USAREC for two-and-a-half years now and must say that teenagers are not where I make my money. The vast majority of my contracts have come from the mid-20s market. The reason I mention this is because of the attention being paid to the teenage market. I understand the long term importance of the teenage market, but I feel we are neglecting the 20- and 30-something groups.

We should be targeting this group aggressively. The older crowd has had a chance to get a taste of the world as it is now. Teenagers just don't seem to appreciate the obvious benefits of enlisting. The older crowd has learned that you can't run a tab at the grocery store, the phone company wants their money now, and that student aid the college

talks about has to be paid back.

I feel we should be directing some of our advertising toward the older groups with a direct, no-nonsense approach. For example, "The Army is hiring, even if you're not 18 years old."

I can't begin to count the number of times I've talked to someone who was in his late 20s, and discovered the person thought that either the Army wasn't hiring, or he was too old. Let's spend some of the money used on all these surveys to let the older applicants know that there is a place for them in the Army. Thank you for your time, sir.

## Chief of Staff responds:

I appreciate your comments and concerns on advertising targeting the mid-20s to 30s age group. I applaud your success with this market.

Although our research implies we are neglecting the 25 and older group, they are not excluded from our advertising. Our current advertising plan targets prospects continuously from age 16 through 34. Objective measurements show the older group is watching, listening, and reading the media in which our advertisements run. Therefore, I suspect part of your success is due to our current advertising plan. But you're right, the Army offer is probably better appreciated by older prospects, due to their maturity and experiences with "dead-end" jobs.

Considering your comments about marketing research, we do spend a lot of money conducting surveys and studies on the younger market. The Youth Attitude Tracking Study (YATS) probes the interests of the 16-24 year old group. In addition, we use the New Recruit Survey to determine enlistment motivations and demographics of all age groups. Currently, no single survey focuses on the older audience.

You have provided valuable feedback about the older age group being misinformed about enlistment opportunities. That is "*The Army is hiring even if you are not a teenager.*" This could be because most of our advertising does not specify the age criteria for enlistment. Most definitely, this is an issue we will address. We will examine new recruit perceptions about age requirements through qualitative focus groups in September. From those results, we may incorporate a question or a series of questions expressing your concerns on this year's New Recruit Survey.

Thanks for the input. The success of USAREC depends on outstanding recruiters like you. I wish you continued success in the future.



## *The Way I See It*

**Vision implies change.** Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

**Teamwork:** Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

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HEADQUARTERS  
U.S. ARMY RECRUITING COMMAND  
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# Smart Quotes

- A study reported in the Journal of Human Resources showed that military experience increased subsequent civilian earnings for all nine military occupational categories studied: administrative, combat, communications, electrical repair, medical, service/supply, craftsman, and two other technical fields.
- A study in "Research Alert" cites the following statistic: For a full-time student working his or her way through an average cost, public four-year college from the mid-1960s to 1982, the student would have had to work about 25 hours per week at a minimum wage, 50 weeks per year, to finance college from earnings. By 1994 it had reached 44 hours per week. For a private four-year college, it has reached 91 hours per week.
- A study reported in the Industrial and Labor Relations Review indicated that within two years of discharge, veterans with military training had higher earnings than those who received their training in the civilian sector.
- "Research Alert" cites that the percentage of 1994 new college freshman indicating an interest in majoring in the health care professions reached a high of 15.6 percent, continuing an upward trend started in 1989.
- The Veterans Administration reports that VA educational benefits are actually a series of separate programs mandated by Congress, with the amount of funds available and eligibility requirements varying by period of service. There are seven separate education bills. These bills are tied to specific wartime periods, with veterans serving during peacetime covered under the bill preceding or succeeding the military duty.

POC is MSG Jones, HQ USAREC PAE  
(502) 626-0347

# Oh, what a tangled (world-wide) web we weave

by Harry Noyes  
Army News Service

**Stop!** Don't touch that mouse! Have you pondered the ethics of your Net-surfing? Do you know the rules? Don't bet on it. Convenient, widespread access to the Internet/World Wide Web is so new that guidelines on use by government employees are still embryonic. That puts a premium on personal conscientiousness.

For honesty's sake and to avoid creating excuses for excessive rules, each of us must voluntarily stick to legitimate Net/WWW uses. Unfortunately, that's easier said than done, because the Net/WWW present new ethical dilemmas.

They are *not* just another telecommunications system. DoD guidelines for government telephone use are helpful, but not sufficient.

Those rules — brief, infrequent personal messages are okay if they are in the government's interest (e.g., telling your family you must work late), do not hinder your duties, and can be sent no other way — cover most e-mail issues. However, they are inadequate if not irrelevant to the Net/WWW's abundant new challenges.

The Net/WWW is not only a communications system, but also a newspaper, library, professional conference and classroom, all rolled into one. DoD does want us to use those features. Otherwise, it would just give us e-mail and skip the rest. Military commands and agencies are setting up home pages right and left. Army Medical Command is doing so on the express orders of the assistant secretary of defense for health affairs.

These home pages are more like Army newspapers than telephones. Clearly it is okay to read Army newspapers on government time and property . . . unless your boss has something else for you to do.

The problem is, the Net/WWW presents a more insidious spectrum of temptations than phones, post newspapers, etc. The Net/WWW's incredible scope and ease-of-use makes it much easier to slip inadvertently from appropriate use to abuse.

To call people on the phone, you have to know who they are and what their numbers are. The Net/WWW can hook you up with thousands of people you never heard of at the click of a mouse.

To use the library, you have to drive across post. Attending a conference takes travel orders. But the Net/WWW puts the library or conference on your desk, a finger jiggle away. Thus, conscious ethical thinking is vital . . . yet harder than ever.

It's easy to say official e-mail messages to higher headquarters are okay, and romantic messages to your spouse are not. It is easy to say reading the Army home page is okay, but looking up baseball news is not.

The killer dilemma is the middle ground. What about professional-development Net-surfing? What about reading reference works, news services and bulletin boards in your professional field? What about using chat rooms and e-mail to exchange ideas with your professional counterparts?

Surely seeking help with a real-world, mission-related problem is okay. Who'd criticize an Army oncologist for using the Net/WWW to consult an expert at Sloan-Kettering on a patient's treatment? But what if the oncologist wants help writing a paper for the *AMEDD Journal*? What if the article is for a civilian journal? What if the Army guy and the Sloan-Kettering guy just find each other stimulating and like to discuss cancer research periodically?

**Where do we draw the line? Should there be any line?**



Aren't such professional exchanges precisely what the Net/WWW was created for? Isn't cross-fertilization of brilliant minds exactly why the Net/WWW is an exciting tool for progress? Do we want to second-guess that?

And if it's good for oncologists, who can say it isn't equally valuable for patient administrators, logisticians, infantry leaders and . . . ahem . . . military journalists?

Indeed. No one knows what serendipitous benefits might flow from free-wheeling exchanges of ideas and information among Army people, other government workers and civilian colleagues. It would be tragic for sweeping bureaucratic rules to choke this potential fountain of intellectual riches.

***Yet, it is also clear that the Net/WWW is potentially addictive. People can get hooked and sink numbly into endless hours of surfing. Educational or not, such voyages can scuttle the mission.***

Employee time is the main issue, since Net/WWW access is a sunk cost for the government, with no incremental per-hour or "per-hit" charges.

However, downloading software from the Net/WWW can involve security, legal and financial problems. Consult local information-management people before doing that. Printing a lot of documents also imposes costs on the government, so that must be limited to clearcut official business.

Another issue is Net/WWW use that casts the Army in an unfavorable light. An Army employee expressing personal opinions on an electronic bulletin board may stain the Army with his own views if the bulletin board reveals his military address. This may be avoided in some cases by disclaimers like those used with magazine articles by Army personnel. In other cases, that might not be enough and the employee must use non-government equipment to send the message.

For most of these issues, who knows better than an employee's first-line boss what is best for the Army? Does the employee have more important things to do? Will the Army benefit from the employee's enhanced knowledge and vision gained from Net/WWW experiences? Is the employee's Net-working likely to mislead the public or embarrass the Army? All factors considered, is it appropriate for the worker to use the Net/WWW on duty time, or after duty hours, or is the

intended use so out of line that it should not be done on government equipment at all?

The supervisor can almost always judge these issues better than anyone else . . . and if not, he/she can ask the next-level supervisor for help.

It remains to be seen whether the Army will create detailed Army-wide standards or let supervisors make judgment calls. For now, the burden-by-default rests with individuals and supervisors. To suggest a simple checklist:

- If it's clearly part of your job, go ahead and do it.
- If you wouldn't want your boss to know what you're doing, don't do it at all.
- If you think it's job-related in a professional-development sort of way, consult your supervisor for guidance on whether, when, and how to do it.

(From a Medical Command news release.)

### ***Army Recruiting opens Internet homepage***

On Aug. 11, 1995, USAREC entered cyberspace when the Army Recruiting HomePage went on line. It is accessible through the following Universal Resource Locator (URL): <http://www.usarec.army.mil>

The purpose of the HomePage is to generate interest in Army service. The HomePage's format is designed around the TEAMS acronym, with paragraphs included under each of the five subject headings (Training, Education, Adventure, Money for College, and Service to Country) that go into detail about specific Army programs.

The Army Recruiting HomePage has the potential to reach all 20 million Internet users. Interested prospects can find out more by calling 1-800-USA-ARMY to receive a fulfillment RPI. In the future, the HomePage will include an electronic-mail reply instrument for prospects.

The Army Recruiting HomePage is currently linked to the Army HomePage and the ROTC HomePage. Future improvements to the HomePage will include links from the Internet sites of magazines and television networks that run Army advertisements.

For more information, contact CPT Guy Saults at (502) 626-0150.

## Field Files



During Army Day activities at the Emporia (Va.) Recruiting Station Grand Opening, SPC Brian Flaskrud mixes it up with the top nationally ranked boxer SGT Jeffrey Clark. Flaskrud and Clark, part of the Army World Class Athlete Program, hope to compete in the '96 Olympic Games in Atlanta. (Photo by Randi Fenneman)



Members of the 82d Airborne Division take part in the 49th Annual 82d Airborne Reunion in West Jordan, Utah, a suburb of Salt Lake City. Several members of the Delayed Entry Program and their friends were escorted by recruiters. (US Army photo)



The Charleston Riverdogs designated 9 June Army Night. CPT Sharon Charles received thunderous applause after singing the National Anthem. (Photo by Vernetta Garcia)



SGT Michael Simmons, Spartanburg (S.C.) passes out American flags during Greenville's Army Night. (Photo by Vernetta Garcia)



## Brigade media tour visits Nashville

Story and photos by Vince Nunez, Nashville A&PA

■ Recently, Nashville Battalion was the recipient of a brigade sponsored media tour promoting the need to recruit qualified females.

According to Vickie Evans, 2d Brigade public affairs specialist and the brigade media tour coordinator, the tour's purpose was to increase public awareness about female soldiers and to generate interest in recruiting women.

"There are a lot more opportunities for women than there used to be," she said.

The tour featured PVT Rhonda Lyons, a recent recruit from the Antioch Recruiting Station, SSG Kenneth Davis, Lyons' recruiter, and PVT Veronica Bates-Gomez, a recent recruit from Jackson (Miss.) Recruiting Battalion, assisted in the tour.

Lyons, a 1994 graduate of Glenclyff High School, Nashville, was class vice president her senior year. Currently stationed at Fort Hood, Texas, she serves as an Apache helicopter repairer.

She joined the Army to pursue a career in aviation and has applied for Warrant Officer Flight Training to achieve her goal.

"I always wanted to fly something, I didn't care what it was," said Lyons. "I figured my options, what would be quickest and easiest, and came up with the Army," she said.

The media tour agenda in-



Ann Betts, a reporter for *The Tennessean*, interviews PVT Veronica Bates-Gomez (center) and PVT Rhonda Lyons.

cluded visits to Nashville newspaper offices. Reporters from *The Tennessean*, *The Tennessee Tribune*, and *The Metropolitan Times* interviewed the soldiers.

Reporters led with, "Why did you want to join the Army?" and then focused on Lyons' personal experience while in the Army.

The group also visited classes at Glenclyff and McGavock high schools and talked about their Army experiences. Later they went on house calls and answered questions from female DEPs and prospects.

"I want to let them know I'm alive because there are so many stereotypes about the Army," Lyons said.

"I want to let them know to just go for it and put their best foot forward," she added.

The media group put their best feet forward for the battalion. The result was favorable media coverage and an increased awareness of female soldiers.

## Golden Knights jump into Gastonia

By Vernetta Garcia, Columbia Battalion A&PA

■ After a weekend in Salisbury, N.C., the Golden Knights found time to help the recruiters of Gastonia, N.C. The Golden Knights drove from Charlotte, N.C., and met recruiters at the Gastonia Recruiting Station. The Knights divided into three teams and set out with recruiter escorts for Ashbrook, Bessmer City, and King Mountain High Schools.

The Knights traveled from classroom to classroom making presentations. They discussed how they became a Knight and what their job involved.

Ending each presentation, SSG Michi Cheville, a Golden Knight, talked to students about exploring their options. She told them to talk to recruiters, colleges, and employers so they would know what's available.

### ***“They” become “us” with practice***

*Story and photo by Judi  
Simeone, Albany A&PA*

■ How many times have you said, “If only they were in the field, they’d understand?” Well, SGT Tana Irby, who runs the control desk at Albany Military Entrance Processing Station, did just that.

Through the coordination efforts of then Albany Company 1SG Thomas Vine and MEPS Commander MAJ William Snyder, SGT Irby was assigned to Troy Recruiting Station for a week recently.

Snyder wanted to send three individuals out to the field and have them be involved in the recruiting process from the beginning, since they already had experience with the end result.

Although Irby was thrilled to have the chance to see what preparations are needed to get applicants to MEPS, Acting Station Commander SSG Tim Walsh was apprehensive.

“When I first heard of this, I thought she’d just sit back and watch,” Walsh said. “But she’s a ‘take-charge’ type of person. She asked questions about things she didn’t understand and held recruiters responsible to find answers to things they were unsure of.”

The recruiters felt this experience could have been done at a better time, but by the end of the week they all felt it was extremely beneficial.

This particular week consisted of a day dedicated to company training and a center of



A Troy, New York, recruiter, SSG Matt Powers, explains a 200 card to SGT Tana Irby, who runs the control desk at the MEPS. She spent a week at the Troy recruiting station to better understand what recruiters do.

influence dinner which she attended, as well as the everyday activities of phone calls, college visits to refill recruiting publicity item racks, and face-to-face prospecting.

Before this experiment, Irby thought she had a good view of what recruiting entailed, but she wanted to see exactly how applicants end up at her desk in MEPS.

SSG Matt Powers, who has never worked with a female before, took Irby under his wing and explained the necessary and often frustrating tasks of phone calls to prospects and completing 200 cards.

“I gained a lot of insight from her. She helped me overcome an awkward situation with a female DEP. She was very helpful and refreshing to have in the office, even for this short of a time,” commented Powers.

SSG Fred Storms has received his share of complaints from MEPS personnel and felt if MEPS personnel came out to

the field and got a real feel for what recruiters did, a better understanding of what goes on would develop into a better relationship for both sides.

“The goal of MEPS is to get applicants in, get ‘em processed, and make the transition from civilian to soldier easier,” explains Storms. “By knowing all aspects of enlistments, recruiters, guidance counselors, and MEPS personnel can combine their efforts and make the applicant feel comfortable. Knowledge is the key.”

Irby returned to MEPS with a better understanding of what recruiters do every day. It was a valuable experience for her.

“I’d like to thank the recruiters, the recruiting battalion, and the MEPS commander for allowing me to come out,” states Irby.

“This has allowed me to see the whole picture; not just what happens at MEPS. It will allow me to assist the recruiter in a better way.”



## World Class Athlete talks to students

By Pam Miller, New Orleans  
A&PA

■ John Register, sports communication specialist for the World Class Athlete Program and US Para-Olympic swimming hopeful for 1996, recently talked with students at Ellender High School in Houma, La.

He has seen both triumph and disaster as an Army athlete. Register started his athletic career in track and field events.

In college, he was good enough to qualify for the Olympic trials. While he did well (sixth place), he had to decide between trying for the Olympics or continuing on to finish his degree.

After college, he had to make a decision about whether to go to work or try for the Olympics again through the Army's World Class Athlete Program.

He chose the Olympics.

"It looked like I was finally going to get my shot at the Olympic trials; however, I was a soldier first and when Desert Storm happened, I was called to the Middle East to offer assistance," Register said.

When he returned, he had 10 months to prepare for the Olympic Trials. Despite the short training time, he finished 17th at the trials.

While training for a race, he caught a spike in the track and snapped his knee at the joint. After an operation, complications set in. Should he keep the leg, facing pain, nerve damage,



John Register, sports communication specialist, World Class Athlete Program, shows students his artificial limb, the result of a hurdling accident. Register spoke to students at Ellender High School during a TAIR event for the Houma Recruiting Station. (Photo by Vickie H. Martinson)

knee reconstruction and walking with a walker or should he allow amputation and walk with an artificial limb? He chose amputation.

His military career and his track career were over. After a job search, he interviewed for a new position at the Department of Army Sports and World

Class Athlete Program.

He now manages more than 80 athletes across the US.

While he's changed his sport to swimming, he's now competing for the Gold in the 1996 Para-Olympics. Register is a World Class Army Athlete and a world class Army spokesperson.



Sergeant Major of the Army Gene C. McKinney, in addition to attending the national NAACP Convention in Minneapolis, took time to visit with recruiters at the Hopkins (Minn.) station. SGM McKinney met with SFC Lisa Wells, SSG Peter Overland, SFC Donald Jordan and SFC Marvin Rainwater. (Photo by Ken Plant)

# First Aid

## *- A matter of life and death.*

*by Mickey Gattis and AnnMarie Claycamp,  
USAREC Safety Office*

**I**t was early in the morning, and a recruiter was on his way to the MEPS when he noticed a POV on the side of the road. It was apparent that an accident had taken place, and the person inside the vehicle could possibly be hurt. His first reaction was to pull over to the side of the road. Without delay, he exited his GOV, approached the parked vehicle, and assessed the situation.

### **Quick response saves a life**

It was evident that the woman inside the vehicle needed immediate first aid. Fortunately, this recruiter has been trained in first aid and CPR and was able to successfully perform these procedures until help arrived. He placed highway warning triangles on the side of the road, alerting other motorists of dangerous road conditions and the need to exercise caution. Within minutes an ambulance and police arrived, and the recruiter was able to leave knowing that his quick response had assisted in saving a life.

As a recruiter, you face alternatives each day of your life: what to eat, how to spend your time and money, etc. In some situations one alternative is not much different from another, and the final choice has little impact on your life. In other cases, the effects of your decisions can be monumental.

The most important decisions you make each day come when you're behind the wheel of your GOV. Choosing the right alternatives can make your job easier, more enjoyable, and more importantly, it could save your life or the lives of others. You can learn through your own experiences or through the experiences of others.

### **Danger - potential or actual**

Road hazards are a major factor in car accidents. A hazard is any road condition or other road user (driver, cyclist, pedestrian) that presents a potential

danger. It is important here to differentiate between potential danger and actual danger.

Actual dangers are not hazards, they are emergencies. Accidents kill 91,000 Americans each year and disable 8.8 million others. Accidents cause one of every 12 deaths and are the leading killer of children and young adults. Few people will avoid a significant injury during their lifetime or escape the tragedy of having a friend or relative killed or permanently disabled in an accident. By learning first aid and CPR, you can save a life or reduce the severity of an injury.

### **Train before need arises**

Learn first aid and CPR before you need them. Emergency First Aid is the immediate, temporary treatment given in the case of accident or sudden illness before the services of a physician can be secured. Proper first aid measures reduce suffering and place the injured person in a physician's hands in a better condition to receive subsequent treatment. First aid is the prompt attention given to injuries, such as cuts, scratches, bruises, and burns, which are usually so minor that the injured person would not ordinarily seek medical attention. Whether these wounds heal satisfactorily depends both on proper care immediately after the injury and later.

All recruiters should report for treatment immediately upon being injured, regardless of the extent of the injury, to reduce the chances of infection and disability.

### **Number of accidents lessen**

It is often found that accidents occur less frequently and as a rule are less severe among persons trained in first aid work. Only give first aid if you are properly trained. It is advisable that as many recruiters as possible be given this training.

Soldiers who display extraordinary actions in emergency situations are eligible for the Army Safety Guardian Award. In accordance with AR 672-74, to be eligible for nomination, soldiers must have prevented an imminent danger situation, minimized, or prevented damage to Army property, or prevented injury to personnel. ☒



# Who loses DEPs?

by CPT Thomas H. Rahe, PAE

**Do female recruiters** experience a higher DEP loss rate than their male counterparts? Does the gender of the recruiter have an impact on the DEP loss rates of either male or female recruits?

The Marketing Research and Plans Division of the Program Analysis and Evaluation Directorate (PAE) has conducted an analysis of the DEP loss rates for male and female recruiters. Additionally, we also looked at whether the gender of the recruiter had any impact on the DEP loss rates of either male or female applicants.

## From records to gender

Records of approximately 110,000 contracts signed between Sept. 25, 1993, and June 30, 1995 were selected from the MiniMaster data file. Information included the gender and Social Security number (SSN) of each recruiter. Information on production recruiters from the same time period was also compiled from the ARCS3 data base, resulting in a data file of approximately 11,000 recruiters in the field.

The recruit and recruiter data files were then matched up according by recruiter SSN, resulting in a composite data file of approximately 65,000 records listing the gender of both the recruits and the recruiters who enlisted them. The data file was then cross-referenced to compare the following:

- Recruits vs. male and female recruiters
- Male recruits vs. male and female recruiters
- Female recruits vs. male and female recruiters

## Results answer gender question

DEP loss rates were calculated for each set of categories, and the statistical significance of each paired set of DEP loss rates was tested. Samples taken from the categories of female recruits, male recruits, female recruiters, and male recruiters are

mutually independent of each other. Given the original question, the following results should be of interest to the recruiting force.

The female recruiters' DEP loss rate for all applicants was 14.34 percent, while the male recruiters' DEP loss rate for applicants was 14.59 percent. We determined that the difference between the male and female recruiters' DEP loss rates (0.25 percent) was not statistically significant.

The female recruiters' DEP loss rate for male applicants was 13.69 percent; the male recruiters' DEP loss rate was 13.42 percent. Again, the 0.27 percent difference was not statistically significant.


However, the female recruiters' DEP loss rate for female applicants was 16.16 percent, while the male recruiters' DEP loss rate for female applicants was 19.52 percent. The difference between the male and female recruiters' DEP loss rates for female applicants of 3.36 is statistically significant.

## Male or female DEP loss

The conclusions are:

- The overall DEP loss rate is not significantly different for male and female recruiters
- The DEP loss rate of male applicants is not significantly different for male and female recruiters.
- The DEP loss rate of female applicant, is significantly higher for male recruiters than for female recruiters. For female applicants, the male recruiter DEP loss rate is approximately 3 percent higher than the female recruiter DEP loss rate.

This tells us that a male applicant is just as likely to become a DEP loss, regardless of the gender of his recruiter. However, a female applicant is more likely to become a DEP loss if her recruiter is male. Of 30 female DEP losses, one would have stayed and accessed had her recruiter been female.

The Recruiting and Retention School is studying these results and will possibly incorporate them into their Program of Instruction. 



### **IRR Transfer Procedures for TWO**

The Technical Warrant Officer Program (TWO) applicant transfer processing procedure is determined by the soldier's IRR status, security clearance, promotion data, and physical data. The recruiting battalion will do a quality control check and verify that a vacancy exists on the Recruit Quota System (REQUEST)

The recruiter and applicant will then complete DA Form 4651-R (Request for Reserve Component Assignment or Attachment), ensuring the following statement is entered in item 8: "I understand that I will not be permitted to participate in any training for pay or retirement points with my unit pending receipt of orders." Enter recruiter of record, recruiter's initials, recruiter SSN, recruiter's RSID, AUVS control number, and forward a copy to their recruiting battalion.

Then fax the DA Form 4651-R to HQ USAREC, ATTN: Chief, WO Recruiting Team, DSN 536-0938 or (502) 626-0938.

Upon receipt of DA Form 4651-R, USAREC will verify eligibility and do a quality control check. The DA Form 4651-R is then faxed to ARPERCEN Warrant Officer Branch to process. Orders will be faxed to the recruiter and battalion USAR Operations section. Mission credit is given upon receipt of orders.

### **Technical Warrant Officer Prospecting**

There are different ways of prospecting for technical warrant officers compared to enlisted Reserve recruiting. The key to prospecting is knowing which vacancies and positions are available in your recruiting zone. Warrant officer recruiters receive credit when applicants are put into a valid vacancy or double slotted in a valid position. Here are some prospecting ideas suggested by your peers that may help your recruiting effort.

- 1. Troop Program Units are probably your number one source of leads by doing presentations, going over Unit Manning Rosters and unit referrals. Knowing your units and their MOSs will save time on prospecting. For example, if you needed a maintenance warrant, you would not go to an administrative unit to look for mechanics.
- 2. Density Resource List and TWOPARTs are great lead sources for warrant officers in the IRR. These transfers only require you to do a DA Form 4651-R and have a valid vacancy.
- 3. There are other lead sources like visiting your ARCOMs, divisions, and partnership meetings. Warrant officers looking for a home in the Reserve will usually call the ARCOM or the division to see which positions are available for them. If you have a higher headquarters in your area, know who they are and how you can help them. They will usually give you the lead. Spending time in your higher command groups is just as important as being in your TPUs.
- 4. Obtaining a feeder MOS list from your command groups, like your ARCOMs will help you determine where your market is and who you should be talking to. A feeder MOS list is a list of NCOs within a command group by UIC, name, rank, PMOS, SMOS, and AMOS. This list will give you the direction you need, to find qualified NCOs with the MOSs you need for your vacancies.

Knowing your recruiting zone, units, command groups, and who can help you the most in your recruiting efforts are critical. Helping the people who help you will go a long way in your success as a Technical Warrant Officer Recruiter. "No vacancy means no mission credit."

**Any questions concerning information in this USAR News should be directed to your battalion USAR Operations section.**



1. The waiver approval authority for a Prior Service applicant who has 5 days or less of "lost time" is:
  - a. Brigade commander
  - b. USAREC commanding general
  - c. PERSCOM commanding general
  - d. Battalion commander
2. Each recruiting station will provide every recruiter with one copy of version 81a and 81b of the Enlistment Screening Test, to include a score key.
  - a. True
  - b. False
3. The USAR Scholar/Athlete Award nomination should be submitted by the school to the recruiting battalion not less than \_\_\_\_ weeks prior to presentation.
  - a. Five
  - b. Seven
  - c. Three
  - d. Four
4. A felony DUI/DWI waiver may be submitted to the CG USAREC after a period of \_\_\_\_ year(s) from the date of \_\_\_\_\_.
  - a. One; conviction
  - b. Three; arrest
  - c. Two; arrest
  - d. Two; conviction
5. A non-prior service applicant who served in the Peace Corps and wishes to enlist into the MI field must wait a period of \_\_\_\_ years from the date of completing the obligation with the Corps.
  - a. Three
  - b. Two
  - c. Four
  - d. Five
6. If an applicant is required to take the English Comprehension Level Test (ECLT) and scores between 0-39, the minimum term of service they must enlist for is \_\_\_\_ years.
  - a. Five
  - b. Two
  - c. Three
  - d. Four
7. There are two types of BSN academic programs that nurse recruiters work; they are \_\_\_\_ and \_\_\_\_.
8. The station commander will post on the 711-3 both monthly and quarterly missions within \_\_\_\_ of receipt.
  - a. Five days
  - b. Two days
  - c. Four days
  - d. Beginning of new quarter
9. To help ensure DEP accession the station commander is required to follow up with the USAREC Form 611 and annotate \_\_\_\_ and \_\_\_\_ days prior to shipping (depending on the number of days in the DEP).
  - a. 60, 30
  - b. 45, 15
  - c. 70, 30
  - d. 20, 10
10. When managing LEADS as a station commander, you must maintain \_\_\_\_ 31-day monthly suspense files.
  - a. Three
  - b. One
  - c. Four
  - d. Two
11. Soldiers who enlist for the Student Loan Repayment Program (SLRP) are subject to both federal and state income taxes as taxable income for each year payment is made.
  - a. True
  - b. False
12. When you are "performing voice communications," what does the use of the pro-word of "wait-out" mean?
13. On a Lensatic Compass there are \_\_\_\_ mils in a circle.
14. Placing the head harness of the M-17 mask over your head first and then pulling the mask over your face is proper procedure.
  - a. True
  - b. False
15. In areas with green vegetation when using loam and light green cammo stick, the shiny areas will be covered in \_\_\_\_ and shadow areas in \_\_\_\_.

*(The answers to this month's Test can be found on the inside back cover.)*

# Success 2000

The following list cites by battalion the first OPSC and LPSC to achieve combined mission box in RSM July.

## *1st Brigade*

### **ALBANY**

LPSC - Albany RS  
OPSC - Kaiserslautern RS

### **BALTIMORE**

LPSC - Towson RS  
OPSC - Lexington Park RS

### **NEW ENGLAND**

LPSC - Bangor RS  
LPSC - Auburn RS  
LPSC - Boston Metro RS  
LPSC - Quincy RS  
OPSC - Presque Isle RS

### **HARRISBURG**

LPSC - Hanover RS  
OPSC - State College RS

### **NEW YORK**

LPSC - Westchester Square RS  
OPSC - Times Square RS

### **PHILADELPHIA**

LPSC - Center City RS  
OPSC - Easton RS

### **PITTSBURGH**

LPSC - Franklin RS  
OPSC - Somerset RS

### **SYRACUSE**

LPSC - Henrietta RS  
OPSC - Canandaigua RS

### **BECKLEY**

LPSC - Huntington RS  
OPSC - Martinsville RS

## *2d Brigade*

### **ATLANTA**

LPSC - Atlanta Peachtree RS  
LPSC - Americus RS  
OPSC - Milledgeville RS

### **COLUMBIA**

LPSC - Hickory RS  
OPSC - Columbia Downtown RS

### **JACKSONVILLE**

LPSC - Jacksonville West RS  
OPSC - Beauford RS

### **MIAMI**

LPSC - Mayaguez RS  
OPSC - Arecibo RS  
OPSC - Stuart RS

### **MONTGOMERY**

LPSC - Millbrook RS  
OPSC - Birmingham RS

### **NASHVILLE**

LPSC - Lexington East RS  
OPSC - Morehead RS

### **RALEIGH**

LPSC - Fayetteville RS  
OPSC - Mount Airy RS

### **TAMPA**

LPSC - Leesburg RS  
OPSC - Sebring RS

### **JACKSON**

LPSC - Ocean Springs RS  
OPSC - Greenville RS

## *3d Brigade*

### **CHICAGO**

LPSC - Chicago Heights RS  
LPSC - Country Club Hills RS  
LPSC - LaSalle RS  
LPSC - Melrose Park RS  
LPSC - Mount Prospect RS  
OPSC - Bradley RS

### **CLEVELAND**

LPSC - Sandusky RS  
OPSC - Elyria RS

### **COLUMBUS**

LPSC - Florence RS  
OPSC - Portsmouth RS

### **INDIANAPOLIS**

LPSC - South Bend RS  
OPSC - Vincennes RS

### **GREAT LAKES**

LPSC - Portage RS  
OPSC - Hillsdale RS

### **MILWAUKEE**

LPSC - Escanaba RS  
OPSC - Rhinelander RS

### **MINNEAPOLIS**

LPSC - Rochester RS  
OPSC - Dickenson RS

## *5th Brigade*

### **DALLAS**

LPSC - Killeen RS  
OPSC - Corsicana RS

### **HOUSTON**

LPSC - Northshore RS  
LPSC - Willowbrook RS  
OPSC - Spring RS

### **KANSAS CITY**

LPSC - Joplin RS  
OPSC - Emporia RS

### **NEW ORLEANS**

LPSC - New Orleans Downtown RS  
OPSC - Crowley RS

### **OKLAHOMA CITY**

LPSC - Memorial RS  
OPSC - Searcy RS

### **SAN ANTONIO**

LPSC - San Marcos RS  
OPSC - Laredo RS

### **DES MOINES**

LPSC - Bellevue RS  
LPSC - Moline RS  
OPSC - Mason City RS

### **ST. LOUIS**

LPSC - Florissant RS  
LPSC - Alton RS  
OPSC - Effingham RS

## *6th Brigade*

### **DENVER**

LPSC - Highlands Ranch RS  
LPSC - Academy RS  
LPSC - Greeley RS  
OPSC - Littleton RS

### **LOS ANGELES**

LPSC - Pomona RS  
OPSC - Rowland Heights RS

### **PHOENIX**

LPSC - Tucson East RS  
OPSC - Safford RS  
OPSC - Bullhead RS

### **PORTLAND**

LPSC - Aiea-Pearlridge RS  
OPSC - Klamath Falls RS

### **SACRAMENTO**

LPSC - Florin RS  
OPSC - Crescent CITY RS

### **SALT LAKE CITY**

LPSC - Sandy RS  
OPSC - La Grande RS

### **SANTA ANA**

LPSC - Chula Vista RS  
OPSC - Mira Mesa RS

### **SEATTLE**

LPSC - Coeur d'Alene RS  
OPSC - Moscow RS

POC is SFC Ayers, Recruiting Operations, (502) 626-0470.



# Gold Badge



## **ALBANY**

SGT Dwayne Gilliard  
SGT Brian Tuthill

## **BALTIMORE**

SGT Deborah Lyons  
SSG Garry Hunt  
SSG Alphonso Hayes  
SSG Gerard Owens  
SSG Charles Tench  
SFC Darrell Dalton  
SSG Carl Fields  
SSG Ronald Padolf  
SGT William Stanley  
SFC Keith Hylton  
SSG Anthony Stoneburg

## **CHICAGO**

SGT Nicole Carter  
SFC Robert Dahms

## **CLEVELAND**

SGT Phillip Valenti  
SGT Dwayne Hargrove  
SSG Curtis Baker

## **COLUMBUS**

SSG Charles Kean  
SSG James Florance  
SSG Melvin White  
SFC Ernest Tickler  
SSG Alden Byrd  
SGT Brent Miller  
SGT David Kindt  
SGT Cheri Depenbrock  
SSG Jack Waddington  
SGT Jeffery Cravens

## **DALLAS**

SGT Bobby Leron  
SSG Jose Camacho  
SSG Benny Kinsey  
SSG Deana Howard

## **DENVER**

SGT Louis Mantrom  
SSG Robert Brugger

## **DES MOINES**

SSG Eric Nagel  
SGT Mark Rodriguez

## **HARRISBURG**

SSG K. Notarfrancesco  
SSG David Johnson

## **HEADQUARTERS**

SSG Dwight Pierce

## **HOUSTON**

SSG Andrew Jenkins  
SSG Joe Effinger  
SFC Bradley Tuitt  
SGT Metrelle Taylor  
SFC Calvin Garrett  
SFC Lawrence Gillett  
SSG Perthedia Berry  
SFC Thomas Sigeo

## **INDIANAPOLIS**

SFC Robert Mihelic

## **JACKSON**

SSG Thaddeus Edwards  
SSG Peter Wiles  
SSG E. Seaborough  
SGT Timothy Tidwell

## **JACKSONVILLE**

SSG Jose Norat  
SSG Gregory Chapman  
SGT Leland Smith  
SSG Stanley Lyons  
SGT Lenny Fletcher  
SGT Jeff King

## **KANSAS CITY**

SSG Patrick Feight  
SGT Brian Arant  
SSG Michael Martinez  
SSG John Meyer  
SGT Gregory Flummerfelt  
SGT George Onsen

## **MILWAUKEE**

SSG Dru Gartman  
SSG Todd Spradling

## **MINNEAPOLIS**

SGT Brian Ramthun  
SSG Howard Cavel  
SSG Brenton Boyer

## **MONTGOMERY**

SGT Brent Curzon  
SSG Scott Nyre  
SGT Kenneth Williams  
SGT David Adcox  
SSG Paul Harwell

## **NEW ENGLAND**

SSG Robert Haynes  
SSG Michael Smith  
SGT Darrell MacFarline

## **NEW ORLEANS**

SSG Sidney Lejeune  
SSG Deidre Bailey  
SSG Gerald Bordelon

## **NEW YORK CITY**

SSG Genaro Garcia  
SGT Reginald Bailey  
SFC Edwin Huertas  
SSG Luis Crespo  
SSG Jose Padilla

## **OKLAHOMA CITY**

SSG Marvin Grizzle  
SGT Allan Hudson  
SSG Joseph Smith  
SSG Jeffrey Weathers  
SGT Neal Walker

## **PHILADELPHIA**

SFC Troy Stoneking  
SGT Bruce Mitchell  
SSG Ozzie Sonnenberg  
SSG Bruce Panchot  
SFC Joanne Eneix

## **PITTSBURGH**

SSG Anthony Baptiste  
SSG Clarke Williams  
SSG D. Broekemeier  
SSG Scott Goodeon

SSG Jeffrey Peters  
SFC Douglas Bowland  
SFC Victor Blade

## **PORTLAND**

SSG Mark Bateman  
SSG Paul Wittenborn  
SSG Kevin Devos  
SGT James Jenks  
SFC Juan Celis

## **RALEIGH**

SGT Kimberly Lewis

## **SALT LAKE CITY**

SSG Daniel Haynes  
SSG George Reindi  
SFC Darryl Harrison  
SGT Richard Weiner  
SFC Michael Gonzalez

## **ST. LOUIS**

SSG Frank Angerillo  
SSG Michael Garvin  
SGT Mark Inman  
SGT James Seeger

## **SYRACUSE**

SSG James Manning  
SSG Eric Blood  
SGT Kenneth Larson  
SSG Jo Lynn Forney  
SFC Carolyn Johnson  
SSG Virgil Watson  
SGT Lawrence Robinson  
SSG Raymond Loos

## **TAMPA**

SGT Leon Young  
SFC Willie Dixon  
SSG Liriano Dilone  
SSG Stacy Sherman  
SSG Kevin Briody  
SFC Linda Las  
SSG James Henne

## Rings

### ALBANY

SFC Lawrence Brown

### ATLANTA

SFC Holly Mills

### BALTIMORE

SSG Charles Dossett

SFC Homer Dixon

SSG Clarence Grant

SFC Michael Stubbs

### CLEVELAND

SSG Jerry Zambounis

### COLUMBIA

SFC Michael Smart

### DENVER

SFC Cindy Misner

### GREAT LAKES

SFC Kenneth Potrykus

SSG Ronald Heatley

### HARRISBURG

SSG James Robinson

### HOUSTON

MSG Joseph Sadowski

### JACKSONVILLE

SGT Christian Whalen

SSG Danny Brown

### KANSAS CITY

SSG Jon Bradshaw

SSG Robert Gresham

### LOS ANGELES

1SG Ronnie Phillips

### MINNEAPOLIS

SFC Steven Thompson

### MONTGOMERY

SFC Eric Christian

SSG John Billiot

SSG Richard Coffin

### NASHVILLE

SFC Thomas Davis

SSG Marc Wahler

### NEW ORLEANS

SFC Nancy Shepard

SFC Samuel Tillman

### NEW YORK CITY

SSG Mark Rivera

SSG Ronnie Perry

SFC Ricky Jackson

SSG Noel Osborne

SFC David Silva

SFC James Bulger

### PORTLAND

SFC David Mindolovich

### RALEIGH

SSG Edward Wilson

SSG Roderick Shaw

SSG Michael Edward

SFC Jackie Davis

SFC Wesley Jung

SFC Danny Storie

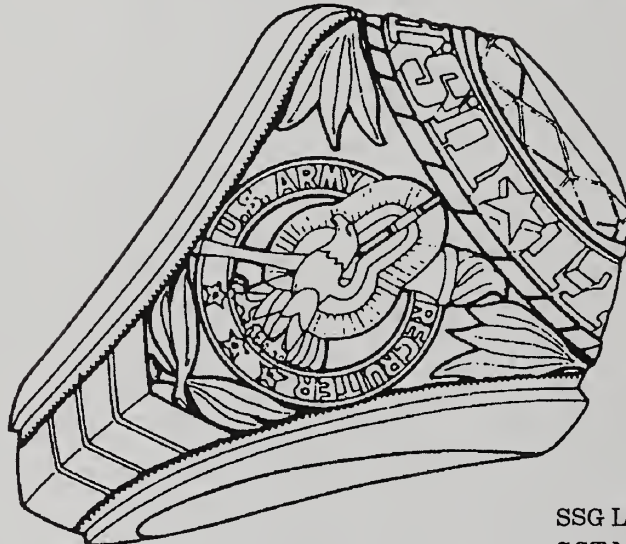
SFC Thomas Crowshaw

SFC Barbara Groves

SFC Curtis Ingram

### SALT LAKE CITY

SFC Gregory Bruni



SSG Lester Digou

SGT Michael Luecht

SSG Mark Hanna

SFC Deborah Konecny

SSG Steven Beutler

### SANTA ANA

SSG Teodorico Campos

SSG Walter McAllister

### SEATTLE

SGT Elijah Mobley

SSG Michael Larson

SFC Chris Carroll

SSG Kurt Schreiber

SFC Michael McDonnell

SSG Leslie Bikki

### TAMPA

SSG Jeffery Ellington

SFC Charles Paul

SSG Matthew Mayo

SSG Glenroy Christie

SSG Anibal Cruz-Perez

SFC Rose Bowman

### PHILADELPHIA

SFC Alton Banks

SFC Kenneth Dooley

SFC James Fortuna

SFC Steven Lawrence

### PHOENIX

MSG Arthur Dullinger

SFC John Padilla

SSG David Marsteller





## NOVEMBER

### Cinema Vans

ATLANTA, 6 - 16 Nov  
BALTIMORE, 14 - 27 Nov  
CHICAGO, 31 Oct - 9 Nov  
DES MOINES, 14 - 27 Nov  
JACKSONVILLE, 1 Nov  
KANSAS CITY, 1 - 10 Nov  
MINNEAPOLIS, 13 - 27 Nov  
NASHVILLE, 20 - 27 Nov  
NEW YORK CITY, 2 - 10 Nov  
OKLAHOMA, 31 Oct - 9 Nov  
PHOENIX, 12 - 22 Nov  
PORTLAND, 6 - 27 Nov  
SALT LAKE CITY, 31 Oct - 2 Nov  
TAMPA, 31 Oct - 21 Nov

### Cinema Pod

ALBANY, 13 - 21 Nov

BECKLEY, 31 Oct - 16 Nov  
CHICAGO, 14 - 27 Nov  
HARRISBURG, 27 Nov  
HOUSTON, 14 - 27 Nov  
JACKSONVILLE, 31 Oct - 9 Nov  
KANSAS CITY, 21 - 27 Nov  
LOS ANGELES, 20 - 27 Nov  
MIAMI, 13 - 27 Nov  
MILWAUKEE, 31 Oct - 11 Nov  
NEW ENGLAND, 31 Oct - 10 Nov  
NEW YORK, 27 Nov  
PHILADELPHIA, 3 - 22 Nov  
SACRAMENTO, 2 - 16 Nov  
SALT LAKE CITY, 6 - 27 Nov  
SAN ANTONIO, 31 Oct  
ST. LOUIS, 1 - 10 Nov

### Army Adventure

SAN ANTONIO, 2 - 13 Nov  
SANTA ANA, 20 - 27 Nov

## DECEMBER

### Cinema Vans

ATLANTA, 5 - 15 Dec  
BALTIMORE, 28 Nov - 15 Dec  
INDIANAPOLIS, 1 - 15 Dec  
JACKSONVILLE, 28 Nov - 1 Dec  
NEW ORLEANS, 4 - 13 Dec  
OKLAHOMA CITY, 1 - 15 Dec  
PORTLAND, 28 Nov  
SACRAMENTO, 30 Nov - 12 Dec  
SEATTLE, 1 - 15 Dec

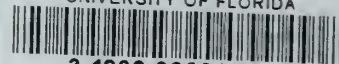
### Cinema Pods

CHICAGO, 28 Nov - 15 Dec  
HARRISBURG, 28 Nov - 15 Dec  
KANSAS CITY, 28 Nov - 8 Dec  
LOS ANGELES, 28 Nov - 8 Dec  
MIAMI, 28 Nov - 8 Dec  
NEW ORLEANS, 30 Nov - 10 Dec  
NEW YORK, 28 Nov - 10 Dec

## Answers to the Test

1. d, AR 601-210, para 4-10c
2. b, USAREC Reg 611-4, para 10a
3. c, USAREC Reg 600-34, para 5 (12)
4. a, AR 601-210, para 4-7b
5. c, AR 601-210, Table 9-3, program 9B, C(8)(c)
6. d, AR 601-210, para 2-18b
7. The generic program and the degree completion program; USAREC Reg 601-37, Chapter 4 (5)
8. a, USAREC Reg 350-7, para C-3c

9. a, USAREC Reg 350-7, Figure J-1, column 10
10. d, USAREC Reg 350-7, Appendix D-2(4)
11. a, AR 601-210, Table 9-4, program 9C, C(5)
12. I must pause longer than a few seconds; STP 21-1 SMCT, page 19
13. 6400; STP 21-1, page 46
14. B, STP 21-1, page 301
15. loam, light green; STP 21-1, page 211



Dejar a su hijo  
alistarse en el Army  
es una decisión difícil,  
pero también  
una de las más inteligentes.

FLARE

*El Army responde  
a las preocupaciones  
de los padres.*

